

THE UK'S LARGEST HOSPITALITY SALARY SURVEY

2024



WHAT IS COVERED

Welcome to the UK's Largest Hospitality Salary Survey. This survey will continue to take place annually, providing you with the benchmarking tools to ensure you are aligned with current salary expectations and understand what benefits are most important to help grow and retain your team.

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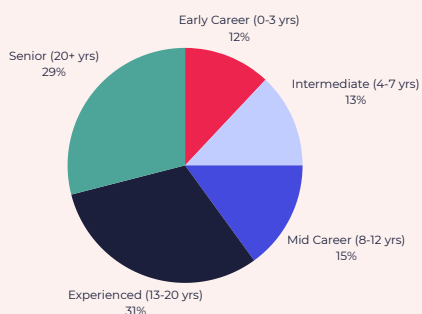
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MEET THE RESPONDENTS

The UK's Largest Hospitality Salary Survey was conducted Jan-Feb 2024, with a sample of 1,328 UK hospitality employees. The following shows the breakdown of those who took part.

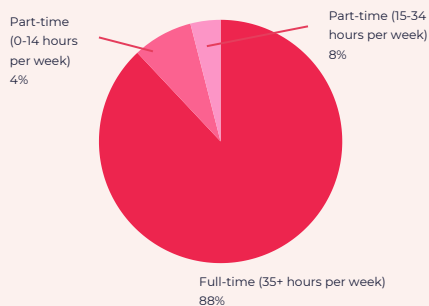
Level of experience



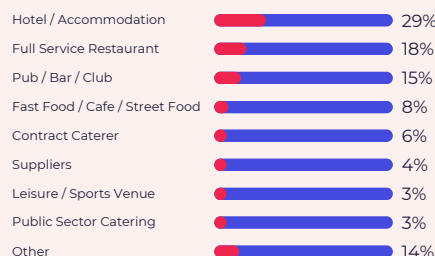
Job role



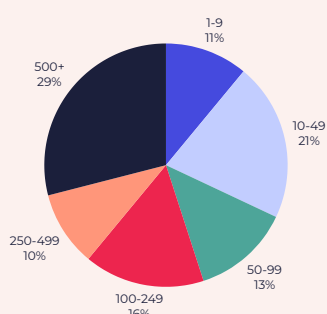
Employment status



Sector

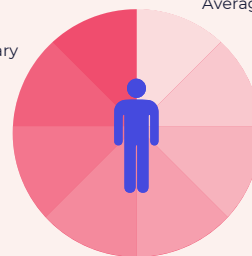


Size of company (employees)



57% Male
42% Female
1% Non-Binary

Average age, 41 years



Ethnicity breakdown

78% White
9% Asian/Asian British
6% Black/ African/Caribbean/Black British
3% Mixed/Multiple ethnic groups
1% Other ethnic group

Region breakdown

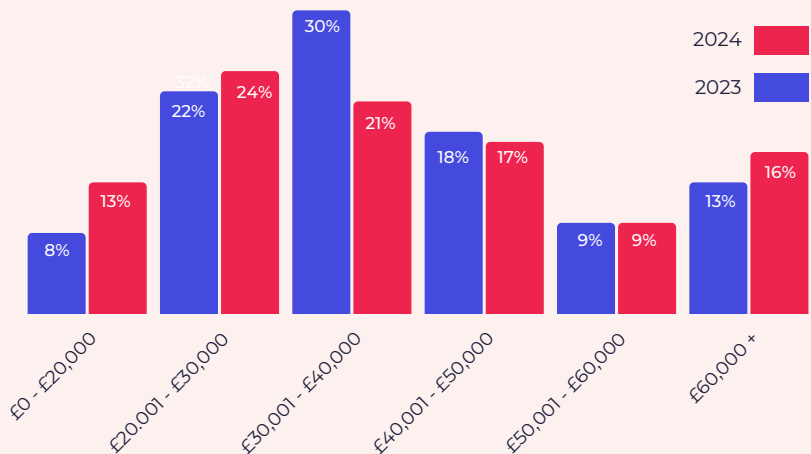
55% London & SE
14% Midlands & Wales
21% North & Scotland
9% South West

SALARY IN DETAIL

This year's results suggest that we are seeing a squeeze in the mid-level salaries, with an increase in the percentage of workers earning both less than £30,000 and with those earning £60,000 or more.

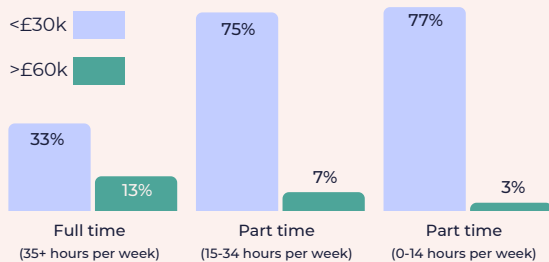
IN 2023, 30% of the hospitality workers in the survey had an annual salary of £30k or less, whilst 13% had an annual salary of £60k or more.

IN 2024, 37% have a salary of £30k or less, whilst 16% have a salary of £60k or more.

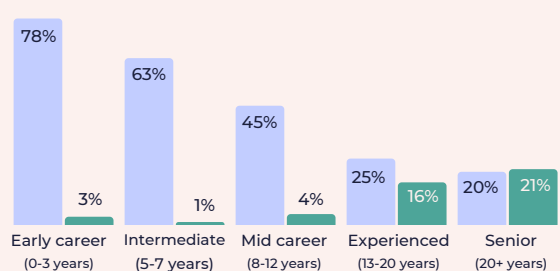


Taking a look at what is driving the increasing salaries at the lower end (<£30k) and the higher end (>£60k) of the spectrum, the following charts show how the percentages of earners in both the <£30k and >£60k brackets differ by employment status, level of experience, age and gender.

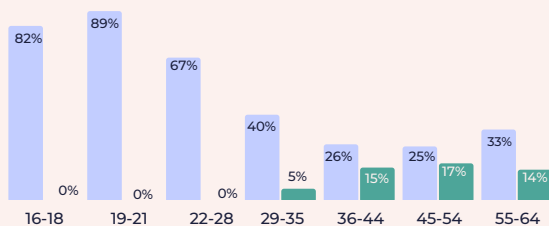
Employment status



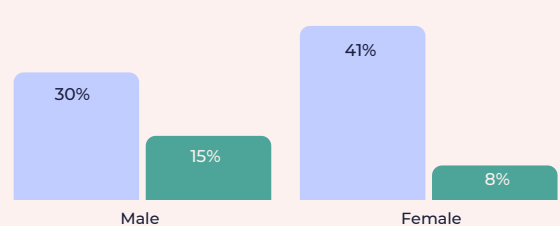
Level of experience



Age



Gender



AVERAGE SALARY BREAKDOWN

The following charts take a deeper look at the average salaries of hospitality employees by sector type, job role, level of experience and age. This helps us to understand which factors, if any, have the greatest influence and impact on salary.



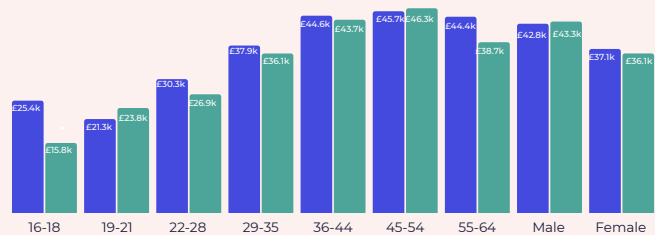
Comparing average salary breakdown by sector for 2023 and 2024, the results show a slight decrease across the main sectors captured within the survey, with the exception of Hotel/Accommodation.

Comparing average salary breakdown by job role for 2023 and 2024, the results show a decrease across the main job roles captured within the survey, with the exception of General Management.



Comparing average salary breakdown by level of experience for 2023 and 2024, the results show a decrease in average salaries for those at mid-career level and lower, compared to increases in average salaries for those with 13+ years experience.

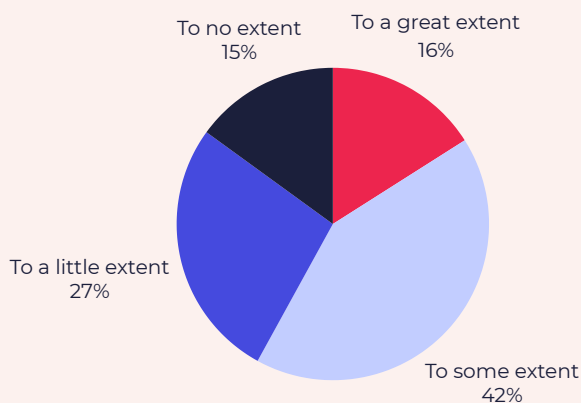
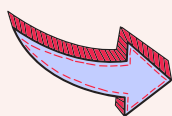
Comparing average salary breakdown by age and gender for 2023 and 2024; the results show a sharp decrease for those 16-18, yet an increase for 19-21s. We also see a general trend for salaries holding steady/improving across the middle aged groups (i.e. 36-54) and a slight increase for male salaries band a slight decrease for female salaries in 2024, compared to 2023.



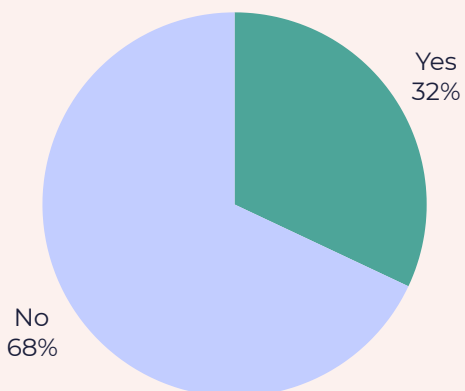
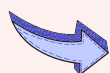
SALARY IMPACT BEHAVIOURS

New for this year's report, we take a look at some of the behavioural impacts that salary can have on employee satisfaction, retention and engagement.

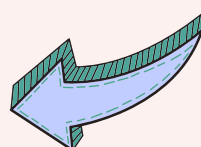
To what extent do you believe the salary you receive is a fair reflection of the job you do, compared to other industries?



Would you still apply for a job if a salary isn't listed? (%NO)



Have you experienced imposter syndrome after a salary increase or promotion?

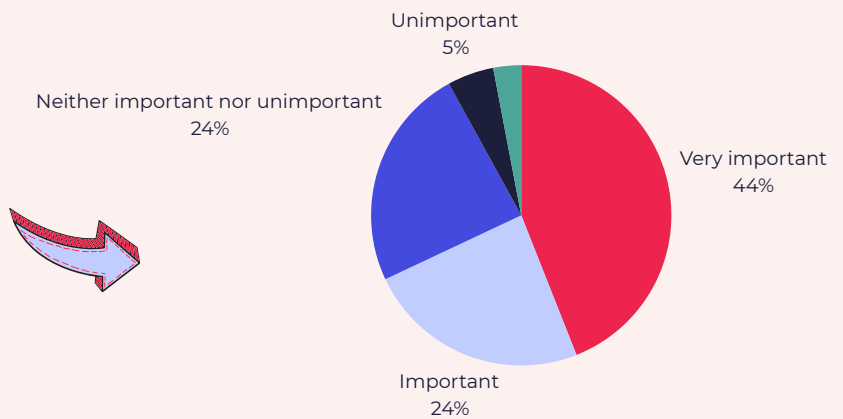


TIPS AND BONUSES

New for this year's report, we explore in more detail the importance of tips & bonuses to job satisfaction and the risk to staff retention if tipping was reduced significantly.

How important is the contribution of tips in providing you with a satisfactory salary for the work you do?

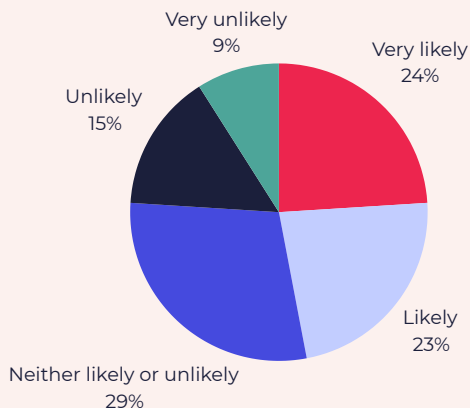
(Sample reflects FOH and BOH employees only)



How much in addition to your basic salary do you earn annually from tips & bonuses?



When compared to the 2023 data, we see that the percentage of employees earning no tips/bonuses has increased from 35% to 41%.

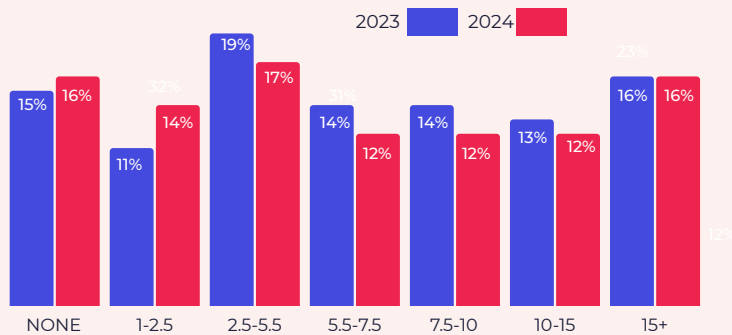


If you no longer received tips, how likely would you be to still be working in the hospitality industry?

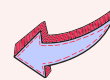
(Sample reflects FOH and BOH employees only)

CONTRACTED HOURS

In 2023, 43% of hospitality employees worked 7.5+ additional hours per week, outside of their contracted hours. This has fallen slightly to 40%, in 2024. Subsequently we've seen an increase in the percentage of those working 2.5 hours or less, outside of their contracted hours, up from 26% (in 2023) to 30% in 2024.

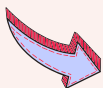


On average, how many hours, over your contracted hours, do you work per week?



Slightly fewer employees are telling us that they are NOT being paid for the additional hours, above their contracted hours, they are working. However, the percentage is still significantly high, with 62% of hospitality employees saying they are not paid for their overtime hours, compared to 64% in 2023.

On average, how many hours, over your contracted hours, do you work per week?



“ 64% said that they were NOT paid for the hours they work in addition to their contracted hours in 2023. ”

“ 62% say that they are NOT paid for the hours they work in addition to their contracted hours in 2024 ”



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OPINION

Study after study reflect the depth of desire that employees have for workplaces that present opportunities for training, and continuous learning and development. Employees also want strong leadership, purpose and a good working environment. Thus, these are where our focuses lie, when we think of an attraction and retention strategy. It's simple really, the more confident you are in what you do, the more you enjoy your job. We want nothing to get in the way of you enjoying your work because in our unique industry, it really is magic when you love what you do. We have four tiers of structured training in our company so whichever level you come in at, you can tap into our L&D programmes and know that you are increasing your skills and your potential. And that's why we have such a strong history of internal promotion and successes.

As far as leadership is concerned, our focus to create great leaders starts with our cultural expectation of the senior site managers to be: assertive, conscientious, open, and communicative. We not only encourage those behaviours; we measure them too.

We understand the pressures of living in a fast-paced city like London and to provide for that we have benefits that support your Financial Wellbeing; your Mental Wellbeing and your Physical Wellbeing. And our most recently launched benefit is an app, with commute journey tracking and emergency protocols, so we can ensure you feel safe in and out of work.

Our internal values are represented by EPIC (Excellence | Passion | Integrity | Challenge & Innovate). We will help you to feel EPIC from day one!



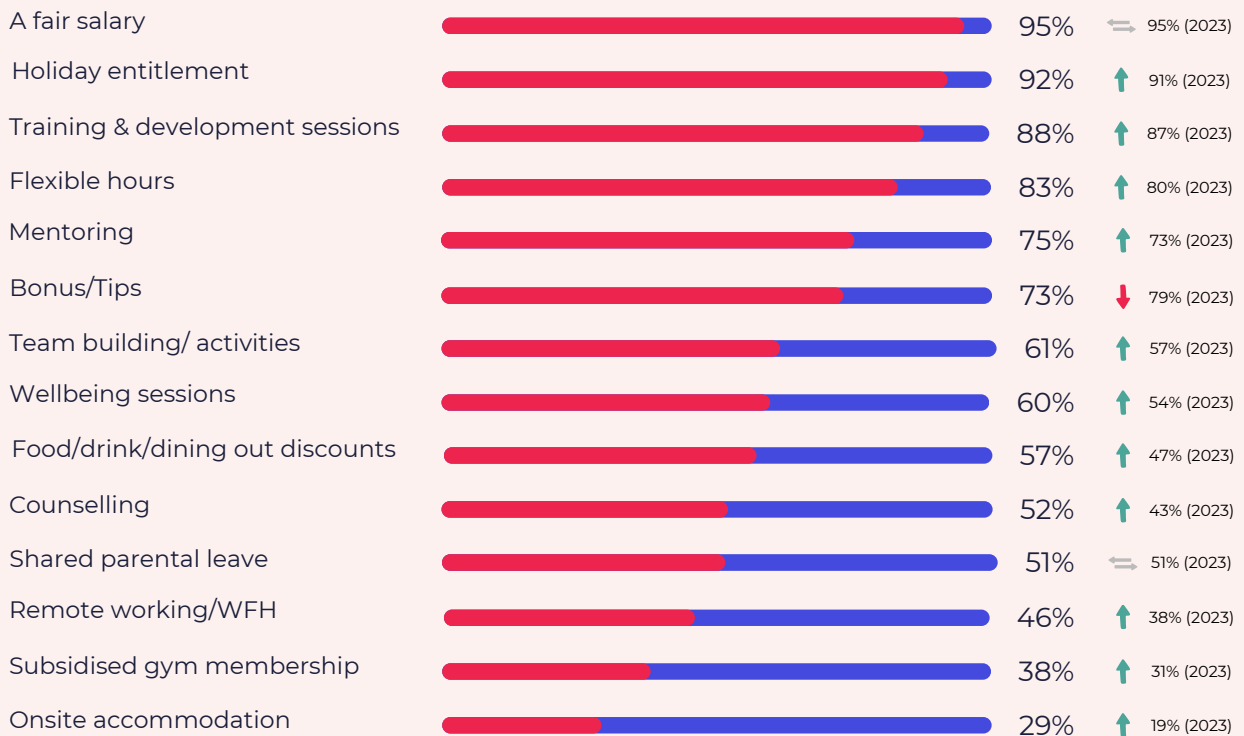
Rachel Masing
People Director at ETM Group & Maven Leisure



TOP EMPLOYEE BENEFITS

A fair salary is clearly a priority for hospitality employees, however there are a raft of other benefits which matter to them. Employers must consider the whole package, and understand that increasingly employees are looking for more than just a salary in order to provide them with job satisfaction.

How important are the following employee benefits to you? (Very/Quite Important %)

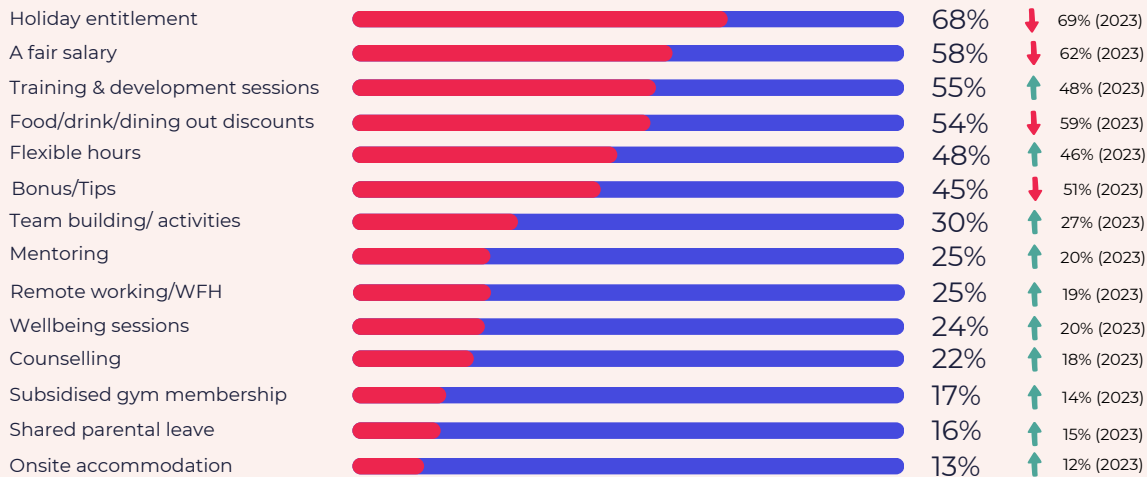


Receiving a fair salary has remained the most important employee benefit and has stayed the same as the previous year's results. However, we've seen increases in importance of all but two of the other benefits outside of salary, suggesting that employees are looking for more from their employers than simply financial remuneration. We see significant increases in 'softer' benefits, such as well-being sessions (up 6%), food/drink/dining out discounts (up 10%) and counseling (up 9%). Employees want a richer package from their employers that taps into their mental wellbeing, physical wellbeing as well as their financial wellbeing.

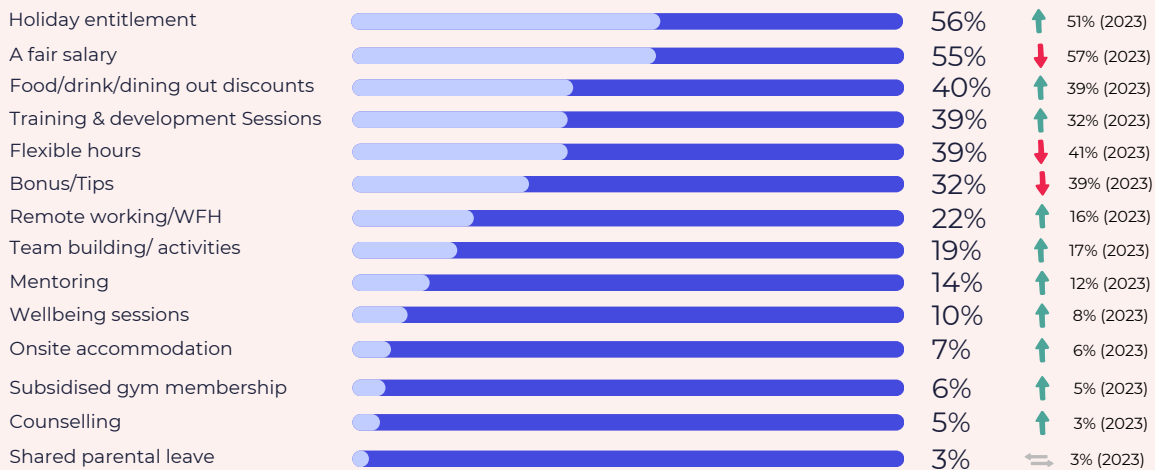
EMPLOYEE BENEFITS USED

Since 2023, we have seen an increase in the majority of employee benefits that are available, from their respective companies, according to hospitality employees- with an increase in those utilising these benefits also. Some of the biggest increases in available benefits are seen in benefits such as training and development, mentoring, wellbeing and counselling. Encouraging signs that hospitality businesses are focussing on the wider mental and physical benefits that are clearly becoming more important to employees.

Which of the following employee benefits are available to you from your company?



Which of the following employee benefits, from your company, do you utilise currently?



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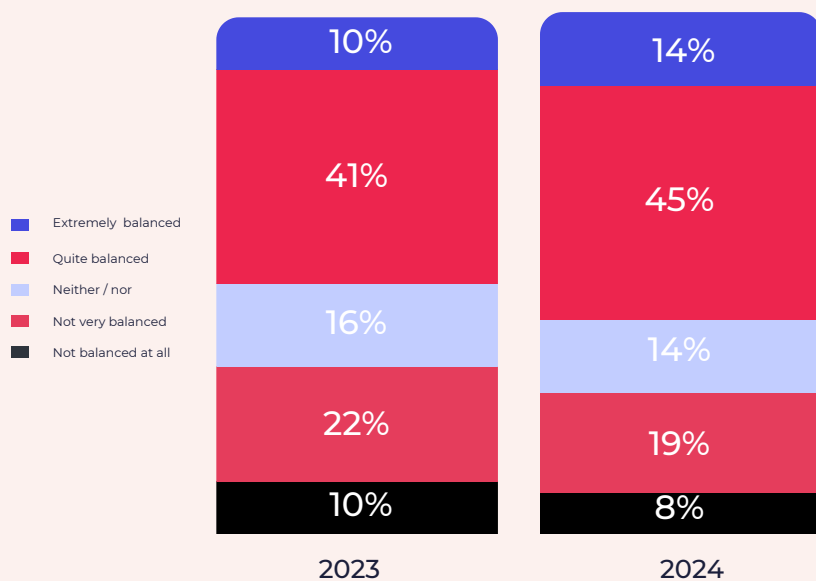
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WORK/LIFE BALANCE

Maintaining a 'healthy' life/work balance is crucial to ensuring positive mental and physical well-being for hospitality employees. It can also drive an increase in productivity, work satisfaction and enjoyment, and ultimately increase employee loyalty and retention rates.



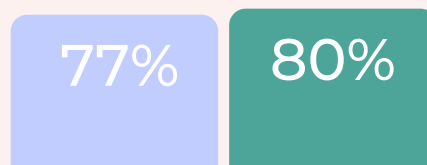
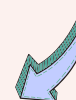
In 2023, just 51% said they had a good life/work balance. Fast forward to 2024 and this is now stands at 59%.



As well as an increase in the quality of life/work balance, since 2023, we have also seen an increase in both the happiness that employees have within their current roles and how proud they are to work in the hospitality industry in general. These three results are encouraging for the industry and show that not only are we delivering job satisfaction, but that it's also becoming an aspirational career for those in it.



Are you proud to work in the hospitality industry?
(%YES)



EMPLOYEE DEVELOPMENT

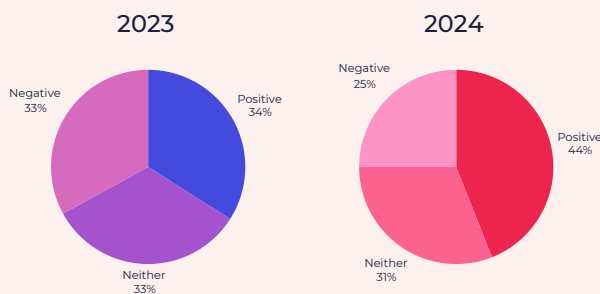
Creating a diverse and inclusive workspace that allows employees to feel safe, whilst giving them the freedom to develop is a crucial factor in making hospitality both a fun and vibrant working environment, but also a career that provides the opportunities that employees are looking for.

Thinking of your job in the hospitality or foodservice industry, how strongly do you agree with the following statements? (% strongly agree / agree)

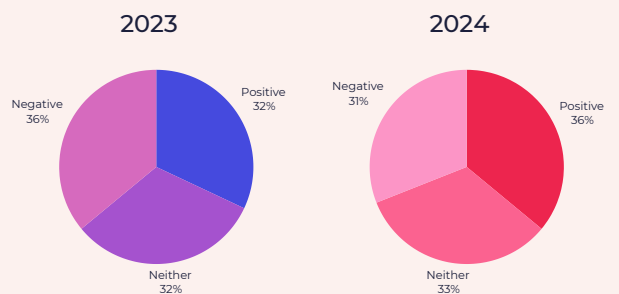


To what extent does your work positively or negatively affect the following...

...your mental health

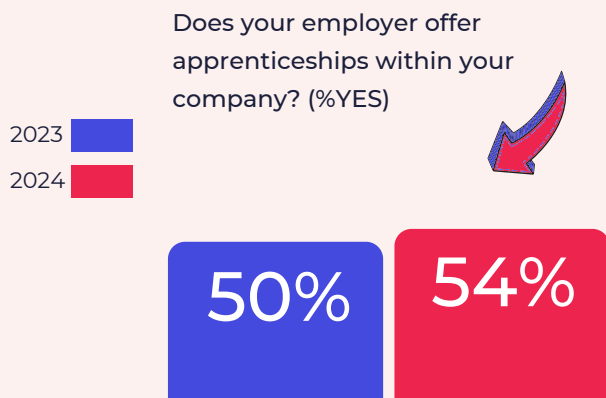
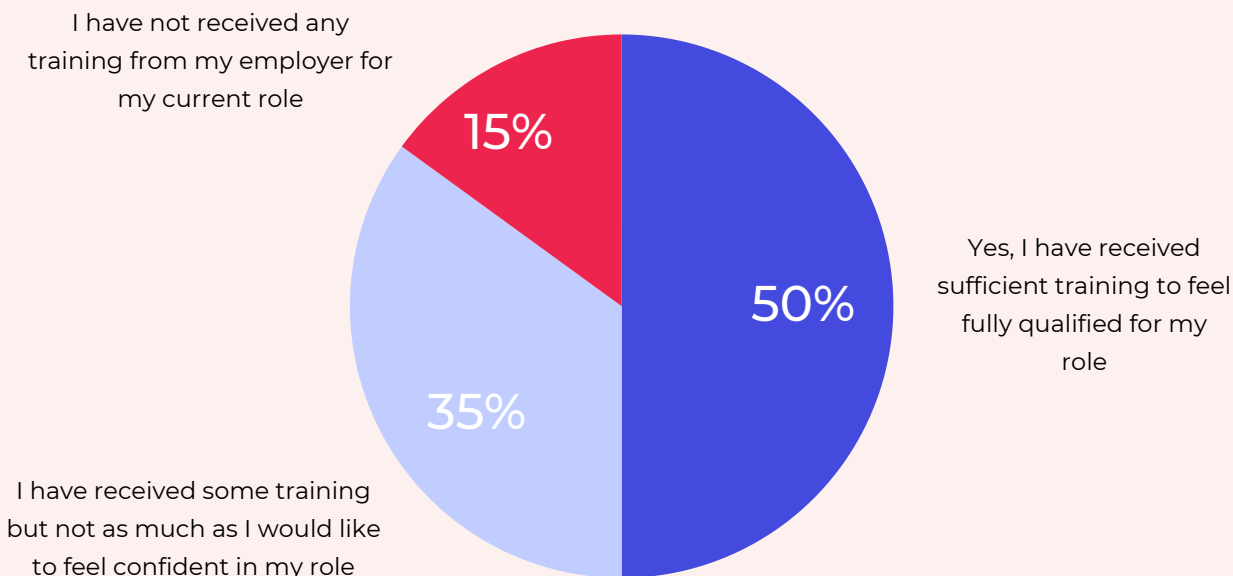


...your physical health



EMPLOYEE TRAINING

With an ever-evolving commercial landscape, operational developments, the rise of technology and increasing customer demands, employee training has never been more critical to ensuring a workforce that is fit for purpose.



We've seen an increase of 4%, since 2023, in companies offering their employees apprenticeship schemes.

OPINION

Following on from the skills shortage of the past two years, as things settle down, at least to a relative extent, it's clear that the key focus for operators is around retention. The insight from this year's survey gives us some clear indications as to where the risk is and where improvement is needed. Clearly, salary is fundamental, the base of the hierarchy of needs for any worker in any sector. Therefore, we should look into other areas for opportunities to improve. Some of the more challenging results are around team members not being paid for additional hours they have worked—nearly two-thirds of employees have experienced this, and it needs to improve; we only saw a 2 percentage point improvement since last year.

Away from the negatives, though, we have many amazing sector cheerleaders and success stories. The fact that people are feeling pride in working in hospitality—4 out of 5, to be exact—is testament to this. So is the fact we are seeing signs of work/life balance improving too when measured against last year. This is great to see, but we need more progress.

For retention to be as strong as possible, we need to ensure that we are being clear with the career growth and development opportunities available to people in a business. We have some great examples across the sector of this, but we need more consistency in execution and continued evolution in how we do this, both through technology provision and in how we make site leaders aware of the potential paths available.

Even if we are offering a transitional job for someone on a summer holiday, what can we offer that person to take into their career? Adding positive leadership into the mix, especially at a site level, and you have a potent mix for retention success.



Jamie Campbell
Director of Learning at Access Group





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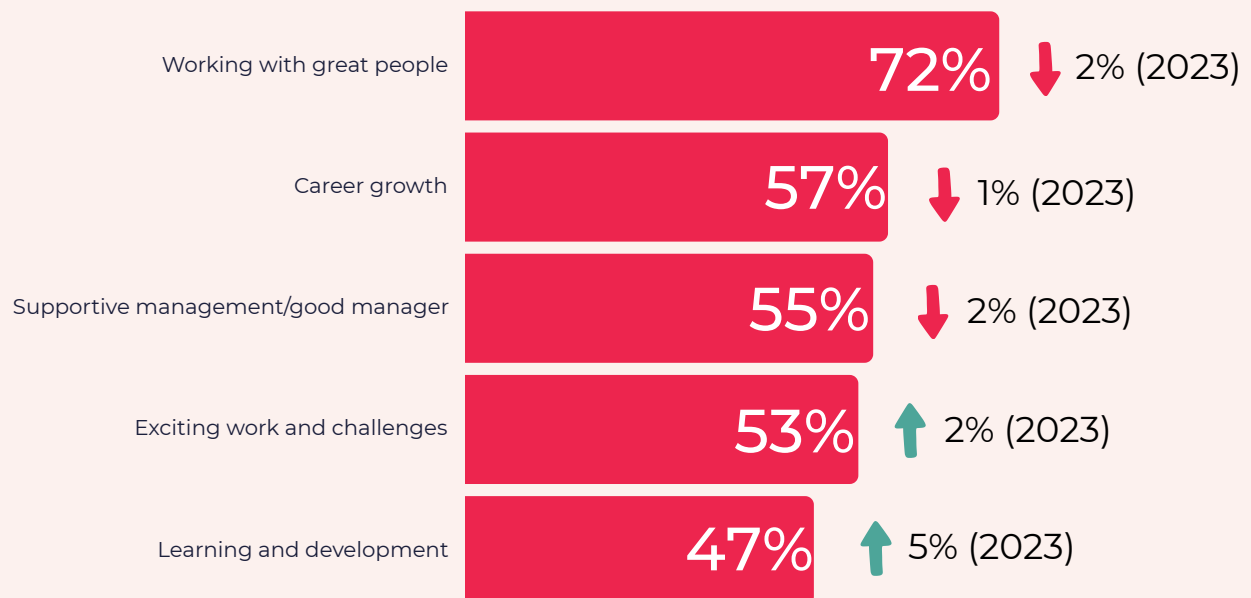


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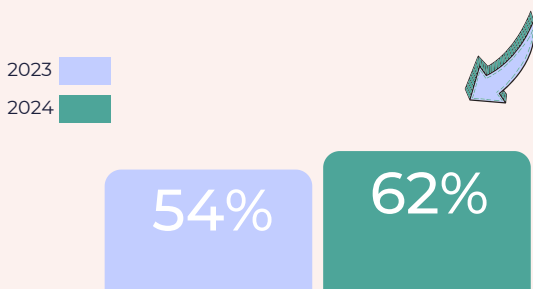
EMPLOYEE RETENTION

The top 3 factors that are most likely to keep hospitality employees in their role are 'working with great people', 'career growth', and 'supportive management'. and each of these top 3 have seen a slight year-on-year decline since 2023. Where we have seen an increase in 2024 is with employees citing 'exciting work challenges' and 'learning and development' as factors which are most likely to keep them working within the hospitality industry going forward.

Outside of employee benefits, which of the following are likely to keep you in your current role?



How likely or unlikely do you think it is that you will still be working for the same company in 12 months time? (% Very likely / Likely)



OPINION

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We offer various training opportunities from Inspirational Service to Level 3 Apprenticeship Programmes. We also provide on the job training to ensure team members are confident in their role, this will include up to Level 3 WSET training and even cheese and tea tasting sessions etc.

We enjoy celebrating and recognising our teams with our staff appreciation weeks, Employee of the Month, Friday afternoon teas, long service awards which includes Afternoon Tea, Film Club, overnight stays and amongst many others.



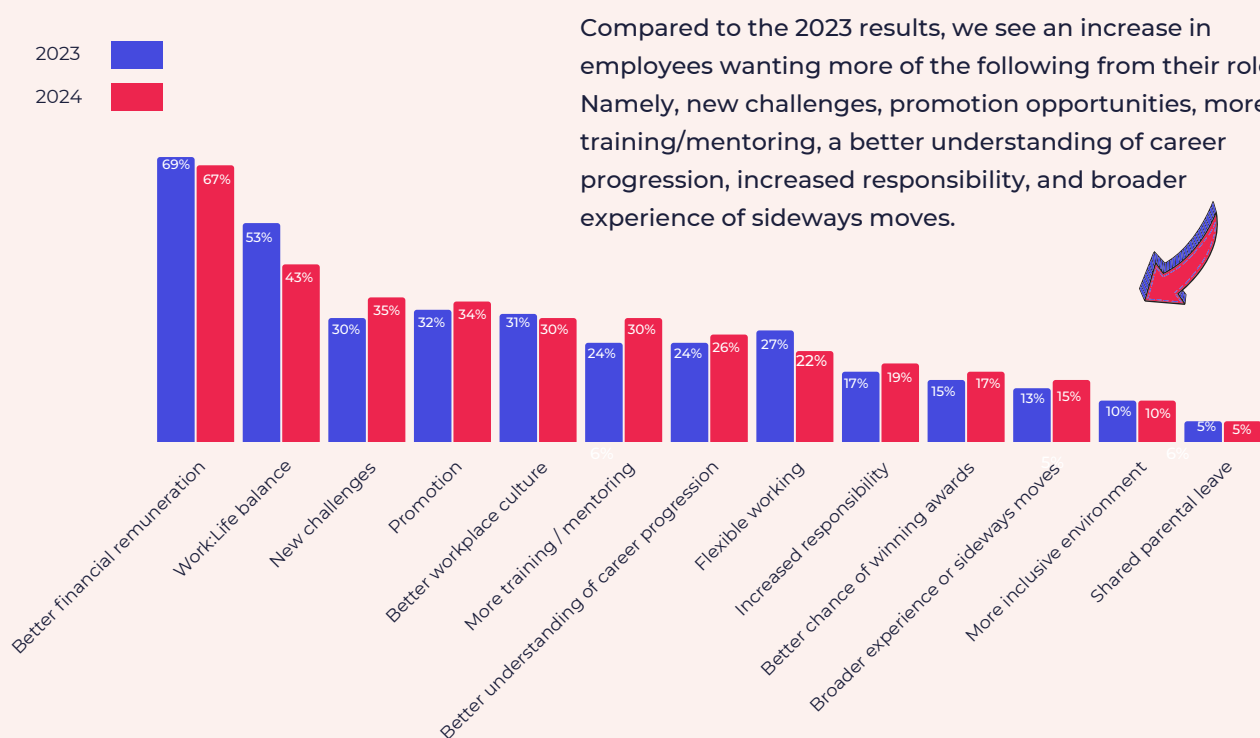
Kirsteen Raitt
Group Recruitment Manager



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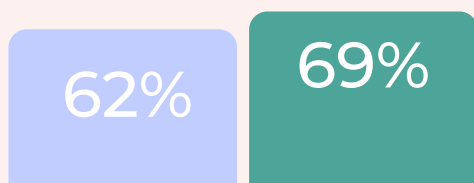
EMPLOYEE SATISFACTION

82% of employees would recommend a career in hospitality, compared to 74% in 2023. When we look at these results alongside the fact that we've also seen an increase in employee happiness, it would suggest that overall employee satisfaction is up, compared to last year, and is a positive set of results for the hospitality industry as a whole.

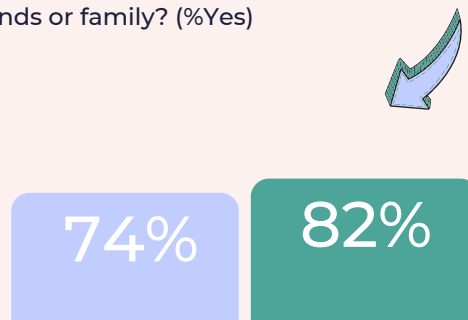


Are you happy in your current role? (%YES)

2023 ■ 2024 ■



Would you recommend a career in the hospitality or foodservice industry to friends or family? (%Yes)



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OPINION

In today's dynamic workplace, the value of employee satisfaction and retention cannot be overstated. At Compass Group UK and Ireland, we understand the significance of fostering an environment that not only attracts top talent but also nurtures their professional growth and wellbeing.

One of the foundations of our approach is our comprehensive benefits package, designed to cater to the diverse needs of our workforce. Our flexible working culture acknowledges the importance of work-life balance, allowing employees to thrive both personally and professionally. We also prioritise the health and wellbeing of our employees through initiatives such as our pension scheme and healthcare plan. Additionally, our "You Matter" network highlights our dedication to supporting mental health, ensuring that every individual feels valued and supported. Our commitment to our employees extends beyond the workplace, with life assurance and free meals at work further enhancing their overall experience.

Additionally, our career pathways embody our dedication to employee growth and development. With Compass Career Pathways, individuals can chart their own professional journey, whether they aspire to climb the ladder, explore different roles within the organisation, or hone their skills in their current position. Our workforce reflects the diversity of our customers and society, as we believe diverse organisations are better places to work.

At Compass Group, we recognise that our greatest asset is our people, and we remain steadfast in our commitment to providing them with the resources and support they need to thrive.



Kerry Crompton-Harris
People Director, Workforce Strategy & Payroll



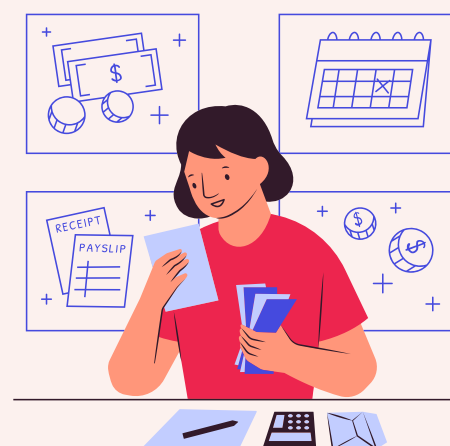
SUMMARY

This is the third iteration of The UK's Largest Hospitality Salary Survey and we have seen some interesting year-on-year comparisons. This year's results have shown an increase in the percentage of workers earning both less than £30,000 and with those earning £60,000 or more. Suggesting that it's the mid-level earners who are feeling the biggest relative impact of the current economic climate. Employment status, level of experience, age and gender are all having an impact on earning potential. Just under 1-in-3 employees surveyed told us that they don't believe the salary they receive is a fair reflection of the job they do, compared to other industries? We can see throughout the rest of the report that the wider benefits are clearly important to job satisfaction, however it remains clear that delivering a salary against the levels of expectations will remain critical. This will ensure that employees have a solid foundation of trust in their employer and satisfaction in the role, to ensure they remain within the industry as a whole.

For the first time this year we took a deeper dive into tips and bonuses. 68% of employees surveyed told us that the contribution of tips is important in providing them with a satisfactory salary for the work they do. Furthermore, 1-in-4 said that if they no longer received tips, they would be unlikely to still be working in the hospitality industry.

Receiving a fair salary has remained the most important employee benefit and has stayed the same as the previous year's results. However, we've seen increases in importance of all but two of the other benefits outside of salary, suggesting that employees are looking for more from their employers than simply financial remuneration.

Learning and development, alongside providing exciting challenges and opportunities have been highlighted as growing factors in employee retention. It's clear that the desire for a better work/life balance can mean both flexibility in hours and also a work life with development opportunities. A development in both fundamental skills and personal progression (in both body and brain). These are the desirable factors that hospitality employees are demanding, to ensure they survive and thrive within the industry.



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